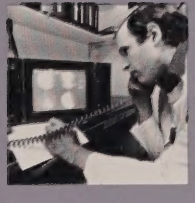
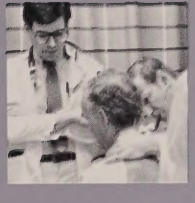
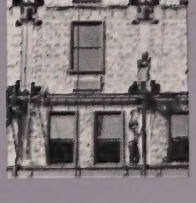
Boston's Beth Israel Hospital

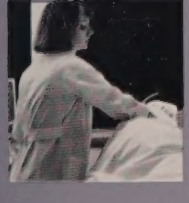
Fiscal Year 1985

BETH ISRAEL HOSPITAL
ARCHIVES









1985
The Beth Israel Year

"By decreasing length of stay and therefore cost of hospitalization during the year, we saved 10,601 inpatient days compared with the year before. But in fiscal year 1985 we've also had 20,074 adult admissions, 809 more than in the prior year. With the overall areawide decline in admissions, that represents a boost in what a businessperson would call 'market share.'

"A recent survey of the public suggests why—Beth Israel leads the list in percentage of patients pleased with their recent hospital experience and ready to return should they need further care. The satisfaction with BI derives from many sources—the quality of our professional staff, the smooth and special functioning of primary nursing, the effectiveness of social service, the overall efficiency of our employees and their personal investment in making things work well for patients and their families, the clinical benefits of our investments in teaching and research as a major academic resource of Harvard Medical School, and the development and day-to-day care of the splendid physical environment that characterizes Boston's Beth Israel."

Dr. Mitchell T. Rabkin, President, Boston's Beth Israel, speaking at the hospital's annual meeting in November, 1985

Patient care, research, and teaching continue to be the triad whose combined level of excellence measures the standing and success of an institution such as Beth Israel. During 1985—a period in which most of the country saw declining hospital occupancies as cutbacks in government support through Medicare and changing patterns of care reduced both numbers of hospital admissions and average lengths of stay for those admitted—Beth Israel maintained a near-capacity level of occupancy, increased admissions, and significantly reduced lengths of stay. The effect is more patients than ever receiving care and the dilemma facing the great teaching hospitals especially is how to maintain the quality of that care and of research and scholarship while diminishing resources discourage growth to meet the demands of maintaining excellence on all fronts.

This timeline chronicles the history of Beth Israel Hospital through nearly a century of building and growth from modest beginnings to a world-renowned center for excellence in patient care, teaching, and research.

1902 Mt. Sinai Dispensary established in the West End of Boston, on Chambers Street.

1914 $50,000 raised for the establishment of Beth Israel Hospital.

1915 Purchase of Dennison Estate, 45 Townsend Street, Roxbury for $8,000 for land and building.

1916 Mt. Sinai Dispensary closed; most medical personnel transferred affiliations to Beth Israel Hospital.

Beth Israel Hospital formally dedicated.

Patient Care

Among the qualities rated outstanding by those who have been patients at the hospital, the most frequently mentioned is the nursing service. Primary nursing, first instituted throughout the hospital a decade ago and ever since a model for other medical centers around the country and abroad, ensures a level of professional nursing practice that promotes close support and personal care for patients and their families and friends, while encouraging professional advancement for the nurse. Under the Beth Israel professional nursing practice model, the primary and associate nurses are central to the health-provider team, and clinical responsibility for nursing care, rather than being enmeshed in organizational hierarchy, resides largely with the nurse at the patient's bedside. A multi-year patient satisfaction study done at BI in 1985 notes that patients are most likely to list the nursing service foremost among reasons for thinking highly of the hospital's care.

Patients notice other things about the Beth Israel also, of course. They come to the hospital for its demonstrated excellence in medical care, and particularly because of its international reputation and prominence in such vital areas as cardiology, oncology, surgery, obstetrics, gerontology, and orthopedics. Patient-attitude surveys indicate the importance of personal care through all of the hospital's services and the people who deliver them—the senior physician, the resident staff, the social worker, those who keep the hospital a remarkably clean place, the service that provides a variety and quality of food to be envied by any institution—and the widespread tendency among all Beth Israel staff to be helpful in ways, whether vital or minor, that help personalize Beth Israel care and make it special.

Among the qualities that have undergone highly visible change over the year is the way the hospital looks and "works." Nineteen eighty five saw the near-completion of the principal elements of The Project, the hospital's five-year building and renovation program. New patient units opened up in the Reisman Building, the top four stories of the hospital's inpatient area. Reisman includes a modern and pleasant labor and

1917

Renovations completed; the hospital opens with 45 patient beds.

1918

Nursing School established.

1924

Purchase of 330,000 square feet on Brookline Avenue for $166,666.33. Funds come from campaign begun in 1919.

Groundbreaking ceremonies and construction begun. Million-dollar fund drive announced.

1926

Women's Auxiliary formally organized through the efforts of Judge Jennie Loitman Barron.

1927

Teaching affiliation established with Harvard Medical School.

Dr. Harry Linenthal appointed physician-in-chief.

delivery unit with a special intensive-care unit for newborns, medical and surgical adult intensive-care units, and inpatient medical and surgical floors.

The Finard Building, named for the gift of Murray and Mildred Finard and their family, was dedicated in the spring of 1985. The four-story building, next to the Yamins Building, includes the newly-constructed Hyman and Shirley Hill Radiation Therapy Unit; a renovated and expanded Berenson Emergency Unit (part of the Longwood Area Trauma Center); the hospital's medical records department; clinical laboratories; and an expanded and modernized Morse Cardiac Intensive Care Unit.

In early summer, the hospital marked successful completion of its $12.3-million capital campaign with a celebration honoring The Project. The campaign surpassed its goal, raising a total of $16.8 million from 460 community families and other supporters of the hospital.

As the year closed, renovations continued on the Stoneman Building, where an architectural and engineering tour-de-force moved an entire five-story exterior wall outward by eight feet to make possible new semiprivate and private inpatient rooms of a quality and design identical to those in the newer Feldberg and Reisman buildings.

A consistent, contemporary, and soothing design system incorporating colors, textures, fixtures, directional signs, and artwork progressed through both older and newer areas of the hospital. The new interior ambience combined with unifying and pleasing exterior renovations and plantings to make the hospital as pleasant and serene in appearance as it is in the personal quality of care delivered by the more than 4,000 individuals who make up the Beth Israel family.

1928

Brookline Avenue site dedicated. Dr. Charles Wilinsky appointed chief executive officer. Patient beds number 200.

Dr. Herrman L. Blumgart appointed director of medical research.

1938

Tenth Anniversary marks the continuing growth of the hospital. Goals set include commitments and contributions to patient care, teaching, and research.

1943

World War II drains hospital resources. Despite demands of wartime, Beth Israel continues to make significant clinical and scholarly advances.

1945–1955

Moratorium on construction lifted with the end of the war. Decade of construction and expansion begun.

Structures completed include the Yamins Research Building, and the Stoneman Building. Patient beds now number 370, with 80 bassinets.

Research

Biomedical research at Beth Israel is conducted in the hospital's Charles A. Dana Research Institute, located primarily in the Charles A. Dana Research Building, which was completed as the first major element of The Project building program, and in the Slosberg-Landay Research Building. The center also houses the oldest clinical research facility in the country, the Harvard-Thorndike Laboratories, which moved to BI in 1973.

Research is conducted in all areas of adult medicine including cardiology; endocrinology; rheumatology; oncology; gastroenterology; pulmonary disease; hematology; nutrition; nephrology; surgery; urology; orthopedics; neurology and neurosurgery; obstetrics; dermatology; psychiatry; immunology, bacteriology, and virology; computer sciences; molecular biology; and other fields related to clinical medicine and its underlying biomedical basis. Nursing research is an integral part of the professional practice model of the division of nursing, and nurse-scholars are actively involved in a variety of research endeavors.

Highlights of studies that received widespread attention among the scientific and lay publics during 1985 included:

Aspirin • Dr. William Silen, surgeon-in-chief and Johnson & Johnson Professor of Surgery at Harvard Medical School, and his associates conducted a series of laboratory experiments to explore why aspirin is a potential cause of ulcers and stomach bleeding, particularly in regular users. The cause of damage, previously widely thought to develop from the inhibition of hormone-like secretions called prostaglandins, may actually result from the action of salicylate, one of aspirin's basic components. The research points to finding a "partner" medication that would permit the therapeutic action of aspirin but also prevent the drug from breaking down into harmful salicylate in the bloodstream.

Niacin • Dr. James Alderman, clinical fellow in medicine, reported a study which indicates that niacin may be a preferable alternative to the

1946

Dr. Herrman L. Blumgart becomes physician-in-chief and Dr. Jacob Fine is named surgeon-in-chief.

1952

Beth Israel assumes responsibility for medical program at Hebrew Rehabilitation Center for Aged.

1954

Strides in research include development of the external cardiac pacemaker and advances in the treatment of traumatic shock.

Home Care Program established, sponsored by Women's Auxiliary.

1955–1965

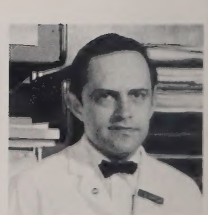
Pressing need for research space accommodated by construction of Rabb Building, and the expansion of the Yamins Building.

Facilities include new clinical laboratories, expanded teaching facilities, medical library, and blood bank.

most popular medication currently used for lowering levels of harmful types of cholesterol in the bloodstream. Niacin taken at well above recommended daily levels improved the ratio of "good" to "bad" cholesterol, which in turn is associated with a decrease in the incidence of coronary artery disease.

Aging • Dr. John Rowe, chief of gerontology and director of the division on aging at Harvard Medical School and associate professor of medicine, heads a national research program studying the aging process. Under a multi-year program, Dr. Rowe and his co-investigators are working to specify the genetic component of the aging process and to determine how aging is affected by such factors as disease, lifestyle, and nutrition.

AIDS • Dr. Clyde Crumpacker, BI physician and associate professor of medicine at Harvard Medical School, and his colleagues in the division of infectious diseases are studying the AIDS virus and other immunological disorders and are leading a national research program on the effectiveness of ribavirin, one of the most promising of the new antiviral agents.



1961

Harvard Medical School and Beth Israel Hospital agree that all major services are to be headed by full-time chiefs who will receive appropriate faculty status at HMS.

1962

Beth Israel phases out its own school of nursing; affiliation begun with Northeastern University's College of Nursing and its cooperative program.

Dr. Herrman L. Blumgart retires and endowed chair in medicine at Harvard Medical School established. Dr. Howard Hiatt named first incumbent.

1966

"Seminars in Medicine at Beth Israel" becomes a regular feature in *The New England Journal of Medicine.*

Rabb Building dedicated.

Dr. Mitchell T. Rabkin named chief executive officer.

Special golden anniversary marking 50 years since founding on Townsend Street.

Teaching

Beth Israel has maintained from its origins a strong commitment to scholarship and teaching. Its affiliation with Harvard Medical School began in 1927, and today nearly all of its physicians hold faculty appointments there. As a major teaching hospital, Beth Israel provides professional training to more than 1,200 students each year. The hospital also continues as a leader in providing innovative postgraduate training programs in geriatrics and nursing care.

Beth Israel includes among its staff house officers—interns and residents—taking advanced training beyond their medical degrees while providing important clinical services to the hospital's patients. During 1985, more than 300 house officers participated in programs within such disciplines as anesthesia, internal medicine, obstetrics and gynecology, pathology, psychiatry, diagnostic radiology, surgery, dermatology, neurology, orthopedic surgery, and radiation therapy.

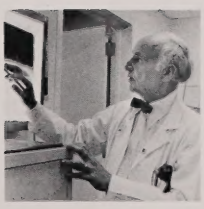
Among the scholarly landmarks of 1985:

The Reisman Chair • Dr. Stephen H. Robinson, clinical director of the department of medicine, was appointed the George C. Reisman Professor of Medicine at Harvard Medical School, the first incumbent of this newly-endowed chair.

Orthopedics • Dr. Alf Nachemson, of Sweden, considered the world's expert on back pain, became visiting professor in the department of orthopedic surgery, at the invitation of Dr. Augustus A. White, III, chief of orthopedic surgery at Beth Israel and professor of orthopedics at Harvard Medical School.

Philosophy • Samuel Gorovitz, professor of philosophy at the University of Maryland, spent six weeks at Beth Israel as "philosopher-in-residence." Participating as an observer in daily hospital routine, he held informal discussions with many members of the staff on day-to-day issues of ethics in health care, and is writing a book based on his insights.

Lectures • Several annual Beth Israel lectureships drew prominent



1969

Slosberg-Landay Research Building completed.

1970

New radiation therapy unit opens as part of the Joint Center for Radiation Therapy under the auspices of Harvard Medical School.

George and Beatrice B. Sherman Clinical Research and Therapy Building dedicated.

1972

Beth Israel Ambulatory Center (BIAC) opens to offer a new approach to primary health care.

PROJECT REBUILD capital campaign drive begun.

Beth Israel is first hospital to publish patients' bill of rights.

Outpatient building renamed Bertha C. and Edward Rose Ambulatory Care Building.

Exchange program established with Rambam Medical Center in Israel.

Berenson Emergency Unit dedicated.

speakers, including Dr. Lawrence K. Altman, medical editor of *The New York Times,* who was the Dr. Nathan Sidel Lecturer; Dr. Julius B. Richmond, director of health policy research and education at Harvard University, who was the Dr. Aaron Thurman Lecturer; and Dr. John Hobbins, professor of obstetrics and gynecology at Yale University Medical School, who was the Dr. Max Bulian Lecturer.

Teaching hospitals and the medical schools with which they are affiliated are crucial components of the future of health care, for the scholarship and research undertaken today are reflected in the medicine of tomorrow. Thousands of physicians and other medical professionals have received their training at Beth Israel Hospital. Many are nearby in clinical practice, teaching, and research; others are leaders in medicine throughout the United States and abroad. All carry with them not only the technical expertise acquired through their training, but also the hospital's commitment to thoughtful, personal care—the "art" as well as the "science" of medicine.

1973 Groundbreaking for Feldberg Building.

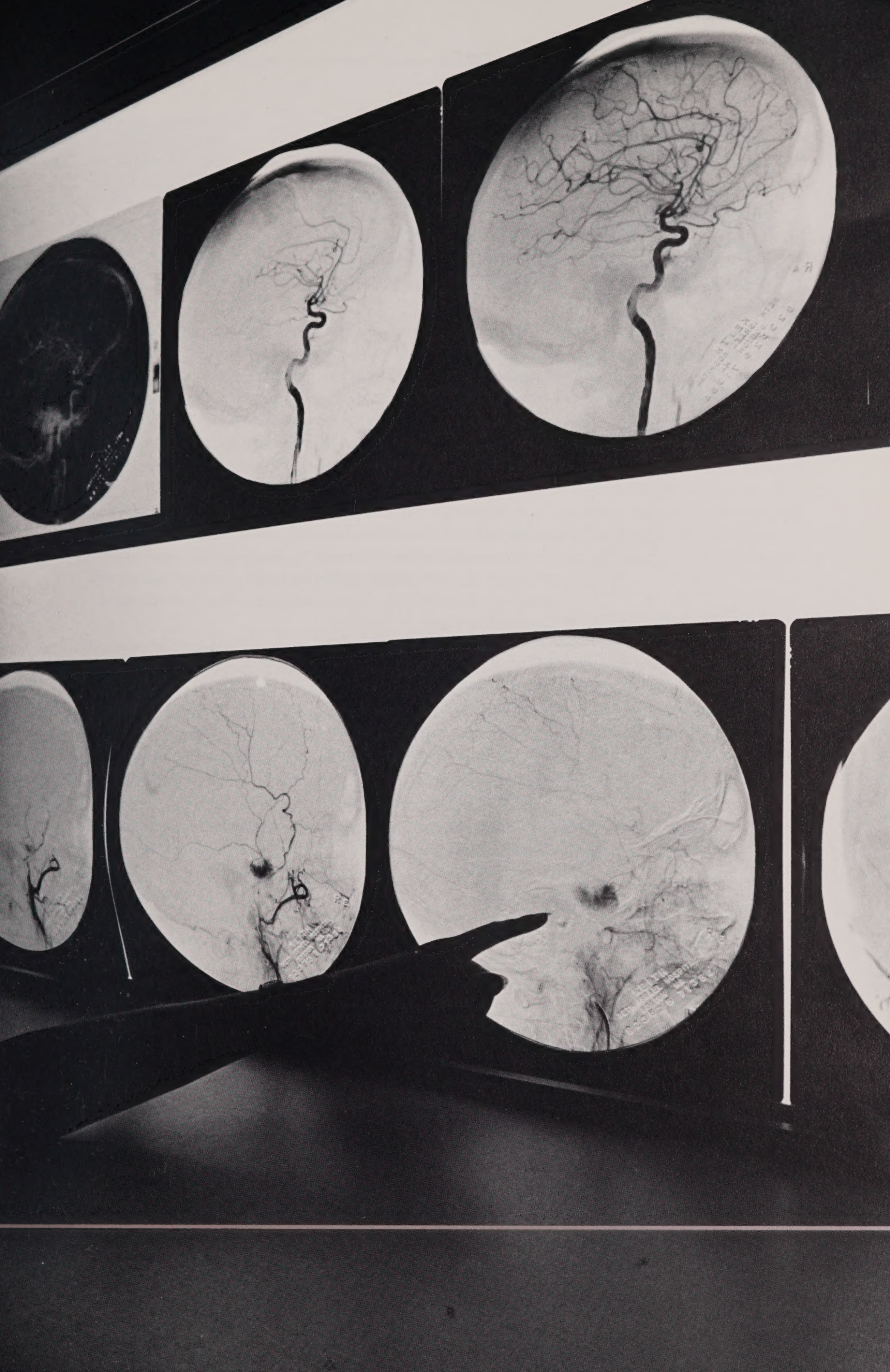
1974 Clinical Research Center (CRC) opens.

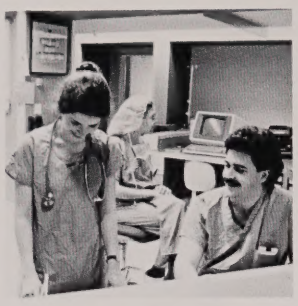
1975 Primary nursing implemented hospital-wide—a first at a major medical center, and a model for others to follow.

1976 Feldberg Building dedicated.

1978 Double Golden Anniversary observed—50 years of affiliation with Harvard Medical School and 50 years at Brookline Avenue location.

1979 Libby Building dedicated.





Beth Israel–1985 and Beyond

The fundamental mission of the hospital remains as alive today as it has through the timeline of Beth Israel's origins and growth that traces along the lower part of these pages. Beth Israel is a good place to be if you're ill; a good place to have a baby; a good place to work in the full spectrum of jobs, disciplines, professions, and talents that support excellence in care, research, and scholarship. Beth Israel remains a torchbearer for the principles of those who founded it and the community of friends who have supported it over the years.

In some ways, it is ironic that things must change in order to remain the same. The Beth Israel of today looks very different from the Beth Israel of yesterday–whether in the number of patients treated, the complexity of their illnesses, the explosion of modern science and technology, or the statistical and monetary numbers in the financial pages of this review.

What has not changed is the commitment to care, to excellence, to community; it just takes different tools to do the job.

An important organizational change to help point Beth Israel towards the next century was the establishment of The Beth Israel Corporation in 1984. The parent corporation opened a new pathway for continuing the standards of care and scholarship articulated in the hospital's original charter in a different and rapidly changing environment. As an example of the new world of possibilities opened up by the corporate structure, extensive discussions between trustees, administrators, and medical staffs of both Beth Israel and the 109-bed Brookline Hospital during 1985 led to a formal affiliation between the two institutions through The Beth Israel Corporation in early 1986. Under the terms of the agreement, the two hospitals together can offer a range of inpatient facilities from lower-cost community hospital beds to the most sophisticated tertiary care beds with appropriate costs and prices of each.

A major innovation in the way an institution can help its own people be healthier was the Live for Life® program instituted at Beth

1980

Construction begun on the Charles A. Dana Research Building.

Consolidation of the academic department of medicine at Beth Israel and Brigham and Women's Hospital.

Dr. Eugene Braunwald appointed physician-in-chief.

Longwood Area Trauma Center formed with Beth Israel, The Children's Hospital, and Brigham and Women's Hospital.

1981

THE PROJECT, a five-year $81-million building program formally initiated.

Anna and Samuel Pinanski Video Production Center opens.

1982

Charles A. Dana Research Building dedicated.

1983

Ten-year anniversary celebrated honoring Joyce C. Clifford, RN, and implementation of primary nursing at Beth Israel.

Israel beginning in 1985. Developed at Johnson & Johnson and previously operated only among its family of companies, Live for Life at Beth Israel now offers comprehensive health profiles, health and fitness action programs, and special seminars to promote healthier lifestyles for members of the Beth Israel family.

Live for Life is a symbol of the hospital's commitment to better health, to initiate innovations that will make that health a reality for all who come through Beth Israel's doors—patients, employees, and the community at large. Today, the continuing growth of a system of value and excellence in health, embodied in The Beth Israel Corporation, maintains a commitment that began in 1916 and extends into the futures of all who follow.

"With all of our focus on business and management, we have not forgotten what Beth Israel is and why we're here. Let me reassure you that patient care, research, and teaching have never been better. And beyond the gains in both efficiency and technology, we also have moved forward with another traditional BI concern, the personal focus on the patient. The fact is that as things are getting tougher, we are even more determined that the individual patient will not be lost. That determination is the key to the excellence we've reached, and to the achievements we seek for tomorrow."

Dr. Mitchell T. Rabkin, President, Boston's Beth Israel Hospital, Beth Israel Annual Meeting, 1985

1984

Reisman Building dedicated.

First four babies conceived by in vitro fertilization born in Massachusetts at Beth Israel.

Renovations on the Stoneman Building begun.

Beth Israel Healthcare Associates established.

The Beth Israel Corporation formed.

1985

Finard Building dedicated.

"A Toast to the Project" celebration marks the conclusion of capital campaign. Patient beds total 460 with 53 bassinets plus 12 in Special Care Nursery (Level II).

Live for Life® program instituted for employees.

1986

Affiliation established with 109-bed Brookline Hospital.

Beth Israel Hospital Statement of Revenue and Expenses

for the fiscal years ended September 29, 1984 and September 28, 1985 (in thousands)

	1985	1984
	52 weeks	53 weeks
Revenue from Patients	$159,840	$154,560
Deductions from Revenue	27,349	34,770
Net Patient Revenue	132,491	119,790
Other Operating Income	7,103	6,112
Research Support from Grants and Contracts	16,529	16,394
Total Income	$156,123	$142,296
Operating Expenses	138,311	121,782
Research Expenditures	16,549	16,401
Total Expenses	$154,860	$138,183
Gain from Operations	1,263	4,113
Nonoperating Revenue		
Contributions from Combined Jewish Philanthropies	200	200
Endowment Fund Income	956	1,060
Annual Appeal	527	438
Women's Auxiliary	40	40
Unrestricted Endowments	11	28
Investment Income	4,123	2,714
Total Nonoperating Revenue	$ 5,857	$ 4,480
Excess of Revenue over Expenses	$ 7,120	$ 8,593

Beth Israel Hospital Consolidated Balance Sheet

as of September 29, 1984 and September 28, 1985 (in thousands)

	1985	1984
Assets		
Cash and Other Investments		
Unrestricted	$ 34,939	$ 24,447
Held by Trustees	16,599	32,960
Restricted	26,975	22,109
Accounts, Grants, and Pledges Receivable, net	34,493	28,436
Other Assets	16,104	16,768
Net Property, Plant, and Equipment	111,176	99,958
Total Assets	$240,286	$224,678
Liabilities and Fund Balances		
Accounts Payable	$ 11,874	$9,646
Notes Payable	3,695	769
Accrued Liabilities	7,706	7,054
Other Liabilities	12,338	15,689
Bonds Payable HEFA	95,341	95,813
Fund Balances		
Unrestricted	34,714	19,990
Plant Fund	35,196	42,784
Specific Purpose	9,097	6,767
Plant Expansion	11,778	9,168
Endowment	18,547	16,998
Total Fund Balances	$109,332	$ 95,707
Total Liabilities and Fund Balances	$240,286	$224,678

Beth Israel Hospital Summary Statistics

for the fiscal years ended September 29, 1984 and September 28, 1985

	1985	1984
	52 weeks	52 weeks*
Patient Days		
Adult	143,287	148,162
Newborn	16,146	15,499
Total	159,433	163,661
Admissions		
Adult	20,074	19,256
Newborn	4,321	3,935
Total	24,395	23,191
Number of Adult Beds Available	460	456
Number of Surgical Cases	9,846	9,405
Number of Deliveries	4,207	3,820
Number of Laboratory Tests	1,195,917	1,101,402
Number of X-ray Examinations	87,679	85,470
Number of Ambulatory Visits		
BIAC (Healthcare Associates, Women's Health Associates, Walk-in Unit)	41,520	38,007
Specialty	77,752	75,545
Psychiatry	19,180	19,109
Emergency Unit Visits	34,850	32,633
Total Ambulatory Visits	173,302	165,294

Beth Israel Hospital Statement of Restricted Gifts and Bequests Received

for the fiscal years ended September 29, 1984 and September 28, 1985 (in thousands)

	1985	1984
	52 weeks	53 weeks
Restricted Gifts and Bequests		
Endowment Funds	$500	$376
Plant Expansion and Development Funds		
New Pledges	2,352	2,724
Other Capital Gifts and Bequests	—	33
Special Purpose Funds	498	274
Total Restricted Gifts and Bequests	$3,350	$3,407

**Fiscal year 1984 is a 53-week period, but for comparison with 1985 the reporting period is corrected to 52 weeks.*

Beth Israel Hospital Board of Trustees

Officers
(Elected November 10, 1985, effective January 1, 1986)

Chairman of the Board
Phillip J. Nexon
First Vice Chairman
Edward H. Linde
Vice Chairman
Allan S. Bufferd
Vice Chairman
Rosalind E. Gorin
Vice Chairman
George J. Katz
Vice Chairman
Gerald Kraft
Secretary
Steven J. Cohen
Assistant Secretary
Jay E. Orlin
Assistant Secretary
Stuart Zerner
Treasurer
Alan W. Rottenberg
Assistant Treasurer
Henry T. Mann
Assistant Treasurer
Frank A. Morse

Honorary Trustees

Alexander S. Beal
Leo M. Beckwith
Milton Berger
†David W. Bernstein
Matthew Brown
Nathan Buchman
Helene Cahners
†Norman L. Cahners
David Casty
Arnold R. Cutler
Marshall A. Dana
Leo Dunn
Rashi Fein
Max Feldberg
Stanley H. Feldberg
Sumner L. Feldberg
Frances Freedman
Herman Gilman
Avram J. Goldberg
Sadie Golub
Abraham Goodman
Harriet W. Goodman
David H. Greenberg
Bernard D. Grossman
Clifton E. Helman
Robert Horowitz
Leonard Kaplan
Thomas Kaplan
Frank Kopelman
David I. Kosowsky
Norman B. Leventhal
Milton L. Levy
Doris S. Lewis
Joseph M. Linsey
Mitchell J. Marcus
Leon Margolis
Samuel Markell
George Michelson
Alfred L. Morse
Richard P. Morse
Bertram R. Paley
Viola R. Pinanski
David R. Pokross
Esther C. Rabb
Irving W. Rabb
Norman S. Rabb
†Sidney R. Rabb
Col. Louis I. Rosenfield
Howard Rubin
†Abram Salter
William R. Sapers
Louis Schwartz
George Shapiro
Samuel Shapiro
Frederic A. Sharf
Norton L. Sherman
Richard A. Smith
Eliot I. Snider
Herman Snyder
Burton Stern
S. Robert Stone
Sidney Stoneman
Bertram C. Tackeff
Benjamin A. Trustman
Benjamin Ulin
Peter A. Ulin
Anna S. Ullian
Irving Usen
F. Frank Vorenberg
Lewis H. Weinstein
Justin L. Wyner
Abraham Zaleznik
Mortimer B. Zuckerman

Honorary Member of the Board

Sophie Simons

Trustees

**Alvin B. Allen
Stuart H. Altman
Mel A. Barkan
**Robert Beal
**Martin Berman
*Stanton L. Black
**Joseph Bloom
*Paula J. Brody
Allan S. Bufferd
**Nancy L. Cahners
H. Todd Cobey
**Julian Cohen
Steven J. Cohen
Daniel Coven
**Robert A. Danziger
C. Gerard Drucker
**Ronald M. Druker
Lora Nemrow Estey
Ruth B. Fein
Jay L. Fialkow
Myron B. Fiering
William Finard
**J. David Fine
**Franklin M. Fisher
Eugene M. Freedman
Orrie M. Friedman
Susan M. Ginns
Ray A. Goldberg
**Jordan L. Golding
*Alan R. Goldstein
Mark R. Goldweitz
Rosalind E. Gorin
Steven Grossman
Edward Guzovsky
**Stanley J. Hatoff
Gerald J. Holtz
Charles B. Housen
Leo Kahn
**George J. Katz
Arthur D. Katzenberg
Gerald Kraft
Harvey C. Krentzman
*Raymond Kurzweil
**Thomas H. Lee
Eleanor M. Leventhal
Albert I. Levine
Allyn L. Levy
**Theodore I. Libby
**Edward H. Linde
Henry T. Mann
Nancy L. Marks
**Robert M. Melzer
Sonia Michelson
Frank A. Morse
Phillip J. Nexon
Jay E. Orlin
**George Reisman
**Robert E. Remis
**Charles W. Robins
Manuel Rosenberg
Arnold Z. Rosoff
Melvin A. Ross
Alan W. Rottenberg
Edward I. Rudman
Robert Sage
Albert J. Sandler
**Roger A. Saunders
**Edward A. Saxe
Lee Scheinbart
Alan M. Schwartz
Hannah Schwartz
**Lawrence R. Seder
**Maurice Segall
L. Dennis Shapiro
*Joel B. Sherman
Sidney Shuman
**Edwin N. Sidman
Richard Silverman
**Wallace E. Sisson
*Mary Ann Snider
Neil Strauss
Alan J. Tichnor
A. Raymond Tye
**Stephen M. Weiner
Evan L. Weston
*Joel B. Wilder
Stuart Zerner
**Carl S. Zimble

Esther Feldberg
President, Women's Auxiliary
Evan L. Weston
President, Men's Associates

Board of Trustees Committee Chairmen

Executive Committee
Eliot I. Snider
Administrative Committee
Mitchell T. Rabkin, MD
Audit Committee
Robert M. Melzer
Buildings and Grounds Committee
Robert Sage
Development Committee
Jordan L. Golding
Finance Committee
Alan W. Rottenberg
Accounts Receivable Subcommittee
Mark Goldweitz
Budget Subcommittee
Gerald Kraft
Insurance Subcommittee
Louis Schwartz
Human Resources Committee
J. David Fine
Information Management Committee
Frank A. Morse
Medical Conference Committee
George J. Katz
Medical Executive Committee
Kenneth A. Arndt, MD
Nominating Committee
Irving W. Rabb
Patents and Technology Transfer Committee
Edward A. Saxe
Planning Committee
Edward H. Linde
Public Affairs Committee
Nancy L. Cahners

*Newly elected on November 10, 1985
**Re-elected on November 10, 1985
†Deceased

Administration

Mitchell T. Rabkin, MD
President

David Dolins
Executive Vice President and Director

Rodger L. Daniels
Vice President, Financial Planning and Issues Management

Laura Avakian
Vice President, Human Resources

Joyce C. Clifford, RN
Vice President, Nursing and Nurse-in-Chief

Sandra L. Fenwick
Vice President, Clinical Services and Deputy Director

J. Antony Lloyd
Vice President, Public Affairs

Helaine Miller
Vice President, Development

Francis J. Sullivan
Vice President, Facilities Planning and Engineering

Eugene C. Wallace
Vice President, Finance

M. Patricia Gibbons, RN
Administrative Director of Nursing

Susan Chamberlain, RN
Director for Surgical Nursing

Cynthia Krane, RN
Director for OGN Nursing

Ellen Liston, RN
Director for Medical Nursing

James K. Mann, RN
Director for Operating Rooms and Allied Areas

Anna Yoder, RN
Director for Ambulatory Nursing

Malcolm Weiner
Associate Director

Priscilla Dasse
Assistant Director

Jeffrey Murphy
Assistant Director

Marie York
Assistant Director

Daniel C. Murphy
Associate Director, Facilities Planning and Engineering

Paul Rodliff
Associate Director, Fiscal Services

Elizabeth M. Strock
Associate Director, Public Affairs

Maria Tarullo
Associate Director, Human Resources

Rabbi Terry R. Bard
Director, Pastoral Services

Elizabeth Gumpertz
Director, Social Services

Joan B. Mendelsohn
Director, Office of Community Relations

Joan B. Pinck
Director, Office of Research Administration and Policy

David G. Freiman, MD
Assistant to the President

Linda H. MacCracken
Assistant to the President for Planning and Marketing

Chiefs of Service

Anesthesia
John Hedley-Whyte, MD

Dermatology
Kenneth A. Arndt, MD

Medicine
Eugene Braunwald, MD
Stephen H. Robinson, MD (Clinical Director)

Neurology
Michael Ronthal, MD (acting)
Marek-Marsel Mesulam, MD (acting)

Obstetrics and Gynecology
Emanuel A. Friedman, MD

Orthopedics
Augustus A. White, III, MD

Pathology
Harold F. Dvorak, MD

Psychiatry
Fred H. Frankel, MD (acting)

Radiology
Sven Paulin, MD

Surgery
William Silen, MD

Nursing
Joyce C. Clifford, RN

Child Psychiatry
Thrassos Calligas, MD

Dental Surgery
†Philip Y. Cannon, DDS
John J. Sexton, DDS (acting)

Neonatology
William D. Cochran, MD

Neurosurgery
Howard Blume, MD

Ophthalmology
David Miller, MD

Otolaryngology
Marshall Strome, MD

Physical Medicine
Michael E. Weinblatt, MD

Plastic Surgery
Robert M. Goldwyn, MD

Psychology
Robert C. Misch, PhD

Radiation Therapy
Jay Harris, MD

Urology
Lester A. Klein, MD

Boston's Beth Israel Hospital

330 Brookline Avenue, Boston, MA 02215

Beth Israel Hospital is a 460-bed nonprofit institution and a major teaching hospital of Harvard Medical School.

A constituent agency of Combined Jewish Philanthropies

Phillip J. Nexon, chairman, board of trustees
Mitchell T. Rabkin, MD, president
Helaine A. Miller, vice president, development
J. Antony Lloyd, vice president, public affairs

Produced by Beth Israel Public Affairs

Editors: Sarita Ledani
Elizabeth M. Strock

Photos by BI Photo Services and Michael Lutch

Design by Gill Fishman Associates

© Copyright Beth Israel Corporation, 1986. All rights reserved. Material may be reproduced with written approval of the vice president for public affairs and acknowledgment to Boston's Beth Israel Hospital.

® The Beth Israel Symbol is a registered servicemark of Beth Israel Corporation. All rights reserved.

Address Correction Requested

Nonprofit Organization
US Postage
PAID
Boston, Massachusetts
Permit No. 51616